United Nations system CEB/2016/1

Chief Executives Board for Coordination

1 August 2016

Original: English

First regular session of 2016
Vienna, 27 April 2016

Summary of conclusions

I. Introduction

1. The first regular session of 2016 of the United Nations System Chief Executives Board for Coordination (CEB), chaired by the Secretary-General and hosted by the United Nations Office on Drugs and Crime, was held at the United Nations Office at Vienna and at the Palais Coburg in Vienna on 27 and 28 April 2016, respectively.

2. The formal session took place on the morning of 27 April and focused on (a) the World Humanitarian Summit; and (b) the support of the United Nations system for the implementation of the 2030 Agenda for Sustainable Development. In the afternoon, the Board held a session on cross-pillar integration and transition with a case study of successes and challenges in Liberia.

3. In the morning, on 28 April, the Board held a private meeting on political issues on the United Nations agenda. In afternoon, a retreat was held focusing on the refugee crisis and migration challenges, ahead of the high-level meeting of the General Assembly on addressing large movements of refugees and migrants, to be held on 19 September 2016.

4. The present report covers the outcome of the formal proceedings of the first regular session of CEB for 2016.

5. The agenda of the first regular session was as follows:

1. Adoption of the agenda.
2. Reports of CEB high-level committees:
   (a) United Nations Development Group;
   (b) High-level Committee on Management;
   (c) High-level Committee on Programmes.
3. Issues of system-wide concern:
   (a) World Humanitarian Summit;

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(b) Support of the United Nations system for the implementation of the 2030 Agenda for Sustainable Development.

4. Other matters:

(a) Dates and venue of future sessions;

(b) Chairmanship of the High-level Committee on Programmes;

(c) Tribute to departing members.

II. Reports of high-level committees

A. United Nations Development Group

6. The Chair of the United Nations Development briefed the Board on the results and ongoing activities of the Group and presented the report of on Group's meeting held on 19 February 2016. The Chair of the Development Group noted that, since the previous CEB session, the Group had been pursuing two overarching priorities: supporting the implementation of the 2030 Agenda and driving system-wide reform through implementation of the 2012 quadrennial comprehensive policy review of operational activities for development of the United Nations system. The Group was working with Member States on preparations for the 2016 quadrennial review and the longer-term positioning of the development system.

7. With regard to supporting the implementation of the 2030 Agenda, the Chair of the Development Group noted that there had been strong demand from Governments and that 95 United Nations country teams had reported receipt of requests to support the integration of the Sustainable Development Goals into national frameworks and budgets, the alignment of national strategies and measurement of and reporting on the Goals, including identifying critical data gaps, which called for leveraging the joined-up expertise of the whole United Nations development system. The Chair of the Development Group noted that the roll-out of new United Nations Development Assistance Frameworks in close to 40 countries in 2016 would be an opportunity to firmly align United Nations country programmes with the Sustainable Development Goals and the 2030 Agenda. The Chair noted that the Group was seized with further improving the quality of the next generation of Development Assistance Frameworks to ensure that they would be firmly aligned with national needs and priorities, grounded in solid data and analysis and firmly focused on results and impact, with robust monitoring and reporting.

8. The Chair of the Development Group noted that the trend of the United Nations development system being increasingly integrated at the country level was viewed positively by Governments and partners alike. United Nations country teams were engaging in broader-based partnerships and more public engagements, with data and analytics increasingly discussed, designed and tracked in the public domain. As a result, the work of the United Nations development system at the country level had become increasingly transparent and accountable in the public purview. Such public accountability and transparency standards should be further encouraged in all programme countries and across all areas of work, with the goal of all United Nations development system entities meeting the standards of the International Aid Transparency Initiative.

9. The Chair of the Development Group noted that, by implementing the "Delivering as one" standard operating procedures for United Nations country teams, which had been in effect for about 18 months, the United Nations development system had become a better partner for Governments. The standard operating procedures were proving their value in helping country teams deliver results together, with 90 of the 131 country teams now organized around issue-based results groups with joint work plans. Together with the CEB High-level Committee on Management, the Development Group had been working on a range of business practice reforms aimed at making United Nations programmes more efficient and effective, which had resulted in 40 country teams adopting common business operations strategies in support of Development Assistance Frameworks. The Chair noted that it would be important to scale up implementation of the standard operating procedures across all countries and called upon CEB members to encourage their staff to lend their full support to the initiative.

10. The Chair of the Development Group noted that implementation of the 2012 quadrennial comprehensive policy review of operational activities for development had made a critical contribution to ensuring that the United Nations development system was fit to deliver on the 2030 Agenda. At the request of Member States, the Development Group had been closely engaged in the dialogue of the Economic and Social Council on the longer-term positioning of the United Nations development system, which would be an input into the preparations of the 2016 quadrennial review resolution due to be adopted by the General Assembly in December 2016. In that context, the Development Group had prepared a series of analytical papers and a "theory of change" on how the United Nations development system could work together in a more integrated way. The "theory of change" highlighted the need for continual experimentation and innovation, and identified several critical areas for greater investment, including in leadership, capacities, mobility of staff, strategic change management and shared metrics and evidence.

11. The Chair of the Development Group noted that the Group would like to see a strategic 2016 quadrennial review, which could serve as a system-wide strategic framework for the United Nations development system with a firm focus on delivering results and measuring and monitoring impact in support of the 2030 Agenda. The Chair noted that funding had a big influence on the functioning of the United Nations development system and that Member States could motivate the United Nations system to work together across its pillars through pooled financing mechanisms.

12. With regard to the financing of the United Nations resident coordinator system, the Chair of the Development Group thanked the executive heads of the 12 member entities of the Group that had provided full contributions to the cost-sharing arrangement in 2016. Another five member entities had contributed reduced amounts. The Chair noted that the combined contribution of the United Nations Secretariat entities, which amounted to $6.5 million per year, had not yet been approved by the Fifth Committee. That meant that those entities would not be participating in the cost-sharing arrangement for the third year in a row. The proposed Secretariat contribution for 2017 would be resubmitted to the Fifth Committee in the fall, and in the event that that bid was not successful, the Development Group would need to approach Secretariat entities that were members of the Group individually for their contributions. Unless the funding gap for the 2016-2017 biennium was closed, the Development Group would need to cut its

support for resident coordinators and country teams at a time when the United Nations development system was expected to deliver more integrated support than ever before in support of the 2030 Agenda.

13. **CEB took note of the results and ongoing activities of the United Nations Development Group and endorsed the report of the Development Group meeting held on 19 February 2016.**

B. High-level Committee on Management

14. The Chair of the High-level Committee on Management introduced the report of the thirty-first session of the Committee, co-hosted by the United Nations Industrial Development Organization and the International Atomic Energy Agency in Vienna on 22 and 23 March 2016 and the document annexed to the report, entitled "High-level Committee on Management: strategic results 2013-2016".

15. The Chair of the Committee stressed that, with the 2030 Agenda calling for the United Nations system to move from silos to synergy, and from fragmentation to partnership, the system must pool its strengths and foster its integration on all fronts, including the operational one, as the operational infrastructure was the key enabler to working together.

16. The Chair summarized the Committee's flagship contributions to the modernization, innovation and efficiency agenda of the United Nations system, as presented in the strategic results 2013-2016 document, and outlined the main priorities of the Committee's programme of work for the next period, as presented in the section entitled "The way forward".

17. On the subject of operational efficiency and new business models, the Chair underlined that, in an era of growing demands for resources, organizations must find new ways to provide more value for money and pursue higher-quality, more effective and efficient support services. She noted that, in response to quadrennial review mandates, the United Nations system had made significant progress in addressing many of the operational imperatives required to support the 2030 Agenda.

18. In particular, the United Nations system had progressively moved towards global service delivery approaches and had implemented several policy platforms for joint and more efficient service provision in the areas of procurement, financial management, information and communications technologies and human resources that the Committee had developed and successfully piloted. Many organizations were building on those catalytic initiatives, mainstreaming them into their own service delivery models.

19. Going forward, to support a universal agenda, the United Nations system must drive the necessary behavioural and cultural change through innovative and sustainable business solutions. At the core of that effort would be the mainstreaming of the new service delivery approaches and policy platforms that Committee members had collectively designed.

20. That work would have to proceed concurrently and in full coordination with the effort of the United Nations Development Group to advance harmonized business operations at the country level, feeding its reflections into the upcoming

discussions at the Economic and Social Council on the quadrennial review, and ultimately being guided by their outcome.

21. The Chair recalled that the Committee had intensified its commitment to strengthening the United Nations workforce as one of the foundations through on the 2030 Agenda would have to be implemented. In approving the new United Nations common system of salaries, allowances and benefits for international staff in December 2015, the General Assembly had taken on board all the suggestions formulated by CEB in its statement on the outcome of the International Civil Service Commission compensation review, prepared by the Committee and endorsed by the Board in November 2015. That was a major joint accomplishment and a concrete example of how the collective engagement of the United Nations system, both at the working and political levels, could make a real difference.

22. The new unified salary structure was more transparent and equitable, and properly reflected pay for work performed, rather than for dependency status. The introduction of more lump-sum options and the rationalization of certain allowances contributed to greater simplicity and provided cost-containment and predictability.

23. Concurrently, the new compensation package improved the incentives available to organizations to assign staff to hardship duty stations, supported geographic and inter-organizational mobility and recognized the need for provision of support to single parents to further promote the recruitment and retention of staff, particularly female staff.

24. Going forward, the United Nations system must be able to attract and retain a highly skilled international civil service, able to address issues that were increasingly cross-disciplinary and required multisectoral approaches. The United Nations needed leaders with a "One United Nations" mindset who were comfortable working across the development, humanitarian, human rights and peace and security pillars, had the sensitivity and courage to lead "Human rights up front" and had the skills to convene multi-stakeholder partnerships.

25. Building on ongoing efforts, the Committee would therefore focus on designing and putting in place the building blocks for establishing a global United Nations system workforce, including mechanisms to support system-wide mobility and cross-fertilization of skills and to amalgamate specializations, expertise and training opportunities across the entire system.

26. The Chair of the Committee welcomed the upcoming International Civil Service Commission review of issues relating to the General Service staff and National Professional Officers, and strongly committed to engaging with the Commission in that phase of its work. The review should lead to adequate, flexible tools that would allow organizations to respond in an agile and cost-effective way to their specific challenges in the context of the 2030 Agenda.

27. Noting that the recurrent attacks on the United Nations across the world highlighted the importance of organizations' responsibility to foster the safety and security of their staff, the Chair informed the Board that the Committee was focusing on that area of work with a renewed sense of urgency, with a view to preserving the United Nations system's ability to deliver on its programmatic mandates, while at the same time ensuring that staff remained safe, physically and psychologically.

28. Supporting the efficient and effective delivery at the country level was also highlighted as one of the strategic responsibilities of the Committee. In coordination with the United Nations Development Group, the Committee had dedicated considerable efforts and resources to assisting country teams in their efforts to "Deliver as one", in particular by enabling the design and successful implementation of the "Operating as one" component of the standard operating procedures.

29. The Chair of the Committee noted that United Nations system organizations had made considerable achievements in the past few years in the areas of controls, risk mitigation, transparency and accountability. The Committee was building on that work and expanding the tools available to organizations to modernize their approach to improving the level and quality of controls in place to allow for rationalized oversight, focus on key risks and better internal resource allocation. The work was being carried out mostly through the adoption of internationally recognized standards, like the International Public Sector Accounting Standards, which added to the credibility and legitimacy of the work of the United Nations.

30. As an integral part of the Committee's work on risk management and control systems, the Committee was engaged in strengthening the United Nations system's response to sexual exploitation and sexual abuse, raising awareness of staff responsibilities and deepening a culture of accountability.

31. In that area, a strategic group led by the Department of Field Support had been established to devise and mainstream coordinated approaches to ensuring prevention of sexual exploitation and sexual abuse in the work of United Nations system organizations.

32. Finally, the Chair of the Committee recalled the Committee's strong commitment to supporting the 2030 Agenda's requirement for quality, accessible, timely and reliable disaggregated data, which was critical to ensuring that no one was left behind.

33. As part of that effort, on 31 March 2016, the Committee had launched the United Nations system-wide data catalogue, with a view to making United Nations system data open and accessible to the public and other key stakeholders; promoting open data publishing among United Nations organizations; and providing a stronger foundation for the United Nations system's analytical and decision-making processes. The data catalogue was a first, important step towards a "Digital United Nations system", an objective supported by the Secretary-General.

34. In all those endeavours, the Committee was fully committed to delivering the coherent, coordinated, joint operational response that the 2030 Agenda called for, as a leader in innovative approaches to ensuring that the United Nations system was capable of responding to global developments and could embrace leading technological and programmatic improvements.

35. **CEB took note of the progress made and endorsed the report on the thirty-first session of its High-level Committee on Management, including the Committee's "Strategic results 2013-2016".**

C. High-level Committee on Programmes

36. The Chair of the High-level Committee on Programmes introduced the report of the thirty-first session of the Committee, held at the World Meteorological Organization in Geneva on 8 and 9 March 2016.

37. The Chair of the Committee began by recalling that readying the United Nations system — from a strategic and policy coordination perspective — for the 2030 Agenda had been a central feature of the Committee's work in the recent past, with much progress already made in examining the implications of the new agenda's key tenets for the work of the United Nations. He affirmed the Committee's continuing commitment to assisting the Board in providing strategic and policy guidance to the United Nations system, and enhancing the capacities and expertise necessary to effectively support the implementation of the Sustainable Development Goals.

38. The Chair noted that the Committee had paid particular attention to the interconnected and indivisible nature of the Sustainable Development Goals, which demanded much greater strategic and policy coherence and coordination across the United Nations system. With the pillar-based "silos", through which the United Nations traditionally tended to operate, becoming increasingly outdated and irrelevant, the United Nations system needed to transcend them and become more coherent and united around shared vision, standards and policies. Given its broad-scoped and strategically oriented mandate, the Committee had a unique role to play in promoting interlinkages among development, human rights, humanitarian action and peace and security.

39. Under that overarching theme, the Committee's deliberations at its most recent session had focused on two broad objectives. First, the Committee had aimed to enhance system-wide policy coherence and coordination in support of new global frameworks in preparation for, or as a follow-up to, major international conferences. To that end, the Committee had produced, for endorsement by CEB, concrete outputs on urbanization, disaster risk reduction and climate change.

40. On urbanization, the Committee had developed, as an input to the United Nations Conference on Housing and Sustainable Urban Development, to be held in Quito in October 2016, a paper articulating the United Nations system's approach to sustainable urbanization, as well as a CEB statement to the Conference. Noting that the Executive Director of the United Nations Human Settlements Programme (UN-Habitat) would further elaborate on those documents later in the day, the Chair of the Committee noted that they both aimed to support an evolving new vision of urbanization that was universal, adaptable to different national circumstances and based on the key urbanization opportunities and challenges shared by all countries.

41. On disaster risk reduction, the Committee had prepared, as a follow-up to the Third United Nations World Conference on Disaster Risk Reduction held in Sendai, Japan, in March 2015, a revised United Nations plan of action on disaster risk reduction for resilience. The revised plan aimed to mobilize the United Nations system in support of the Sendai Framework for Disaster Risk Reduction, as an integral part of the broader United Nations system effort for the implementation of the 2030 Agenda and the Paris Agreement on climate change.

42. Concerning climate change, the Committee had developed, as a follow-up to the Paris Agreement, a set of common core principles for a United Nations system-wide approach to climate action, intended to serve as a basis to guide the United Nations system's collective support for combatting climate change, also in the context of the 2030 Agenda. This was intended as an important input to the process led by three Assistant Secretaries-General from the United Nations Development Programme, the United Nations Environment Programme and the Department for Economic and Social Affairs of the Secretariat, who had been tasked by the Committee with developing a proposed road map for a possible comprehensive strategy in this area.

43. By finalizing the above-mentioned products, the working groups established by the Committee on those topics had successfully completed their mandated tasks, paving the way for implementation.

44. Secondly, the Committee had embarked on initiatives to strengthen the capacity of the United Nations system to address the universal, interlinked and indivisible nature of the 2030 Agenda and its 17 Sustainable Development Goals. Recognizing that that demanded a truly coherent, "whole-of-system" approach transcending different pillars of the United Nations mandates, the Committee had taken up two distinct yet closely linked topics — inequality and discrimination, and conflict prevention and peacebuilding — aiming to mainstream them and the related goals in all activities of the United Nations system, and to give them the cross-cutting focus necessary to realize the 2030 Agenda's imperative of leaving no one behind.

45. To that end, the Committee had prepared policy statements on those two topics for endorsement by the Board. The policy statements were intended as a new, substantively-focused instrument to articulate strategic and policy direction for the United Nations system and demonstrate its commitment at the highest level. The CEB statement of commitment on equalities and non-discrimination affirmed the United Nations system's determination to put the imperative of eliminating discrimination and reducing inequalities at the forefront of its efforts to implement the Sustainable Development Goals. The CEB statement of commitment on conflict prevention and peacebuilding underscored preventing conflict and sustaining peace as a shared objective and responsibility of the entire United Nations system and as central for achieving the Sustainable Development Goals.

46. The Committee had also held a lively discussion on CEB common principles to guide United Nations system efforts in support of the Sustainable Development Goals. The Committee, together with the High-level Committee on Management and the United Nations Development Group, was submitting the common principles for endorsement by the Board. The High-level Committee on Programmes supported the proposed pr.nciples and was strongly commitment to playing its due part in translating them into reality.

47. While details of the Committee's deliberations were to be shared at a dedicated session later in the day, the Chair conveyed the Committee's strong emphasis on the need to move from the "conceptual clarity" provided in the common principles to "operational clarity" for their implementation. Accordingly, the Committee was of the view that it could best contribute by helping to further "unpack" the implications of the common principles and identify ways to translate them into pragmatic and results-oriented policies and strategies.

48. In that connection, the Chair of the Committee underscored the criticality of linking efforts in the policy, operational and management areas. He noted, in particular, the importance of continuing to ensure synergy and coordination between the work of the Committee and that of the United Nations Development Group, with the Committee providing system-wide strategic and policy coherence on global issues of common concern and the Development Group translating them into practical application at the country level through guidance and tools for United Nations country teams.

49. In closing, the Chair (Achim Steiner, Executive Director of the United Nations Environment Programme) expressed a sense of honour and privilege for having served as the Chair of the Committee through a challenging yet exciting period. He was particularly impressed by the Committee's ability and commitment to tackling complex issues from a system-wide perspective, in a spirit of working as one United Nations system and aspiring to highest common denominators.

50. With his tenure as Chair of the Committee coming to an end, Mr. Steiner expressed the hope that the Board would continue to avail itself of this outstanding resource, highlighting especially what he considered as the Committee's most important characteristics: a unique mandate, as the United Nations system's think tank, to think "ahead of the curve" in anticipation of what lay ahead for the United Nations system; a mindset and capacity to think collectively and as one system; and a critical role in ensuring linkage between policy and operations and promoting universal principals and standards globally, as well as at the country level.

51. **CEB thanked the Chair of the High-level Committee on Programmes for his briefing and his reflections on the unique value of the Committee, and joined the Secretary-General in a warm ovation to express deep gratitude to Mr. Steiner for his exemplary leadership and stewardship over the past years.**

52. **The Board endorsed the report of the Committee on its thirty-first session, including:**

(a) **The paper entitled "Urbanization and sustainable development: a United Nations system input to a New Urban Agenda" (CEB/2016/4, annex III);**

(b) **The CEB joint statement to the United Nations Conference on Housing and Sustainable Urban Development (Habitat III) (CEB/2016/4, annex IV);**

(c) **The revised United Nations plan of action on disaster risk reduction for resilience: Towards a risk-informed and integrated approach to sustainable development (CEB/2016/4, annex V);**

(d) **The common core principles for a United Nations system-wide approach to climate action (CEB/2016/4, annex VI);**

(e) **The CEB statement of commitment: Putting the imperative to combat inequalities and discrimination at the forefront of United Nations efforts to support implementation of the 2030 Agenda for Sustainable Development (CEB/2016/4, annex VII);**

(f) **The CEB statement of commitment: Bringing the United Nations system together to support conflict prevention and peacebuilding within the broader 2030 Agenda for Sustainable Development (CEB/2016/4, annex VIII).**

III. Issues of system-wide concern

A. World Humanitarian Summit

53. In his opening remarks devoted to the World Humanitarian Summit, to be held in Istanbul, Turkey, on 23 and 24 May 2016, the Secretary-General pointed out the immense challenge that the 125 million people currently in need of humanitarian assistance, and the 60 million refugees and migrants among them, posed to the international community and the United Nations system. While recognizing the problem of low response rates to funding appeals by United Nations organizations, he pointed out that the Summit was not a pledging conference but a means of raising awareness that responsibility for addressing humanitarian crises needed to be shared by all, and of summoning the political will of leaders from around the world to tackle that responsibility. The Secretary-General highlighted the interconnectedness of humanitarian and development issues, as well as climate change, and called for addressing those issues in a comprehensive manner, as the World Humanitarian Summit was set to call for. It was disappointing and regrettable that not all non-governmental organizations seemed to share that inclusive approach, which transcended the traditional humanitarian and development divide.

54. Framing the discussion, the Under-Secretary-General for Humanitarian Affairs and Emergency Relief Coordinator, who moderated the session, thanked the members of the United Nations system for their support in the preparation of the World Humanitarian Summit. He reminded Board members that the Summit provided an opportunity to share the Secretary-General's vision of how to deliver better for people who were caught up in natural disaster, conflict and protracted crisis. The preparations were guided by the Secretary-General's report entitled "One humanity: shared responsibility" (A/70/709), which set out five core responsibilities to deliver better in the long term by preventing and resolving conflict, upholding the norms and laws of humanitarian action, leaving no one behind, ending need and investing in humanity. He also commended the High-level Panel on Humanitarian Financing for contributing its report entitled "Too important to fail: addressing the humanitarian financing gap" to the preparations. Before opening the discussion, the Under-Secretary-General expressed his hope that the United Nations system would fully commit itself to this new way of working in the framework of the humanitarian-development linkage, thereby demonstrating its ability to adapt to the future.

55. In the ensuing discussion Board members were united in their support for the World Humanitarian Summit. The Secretary-General was commended by many executive heads for his proactive leadership in calling the Summit and gratitude was expressed to the Office for the Coordination of Humanitarian Affairs for its engagement and leading role in the preparatory process. Many Board members confirmed their attendance at the Summit. Executive heads widely shared the view that the 2030 Agenda for Sustainable Development, in which Member States pledged to leave no one behind and to reach those furthest behind, provided the Secretary-General with the mandate to speak out for the people in greatest need and therefore to hold the World Humanitarian Summit.

56. Board members saw the World Humanitarian Summit as an opportunity to advance a new way of working together across the three pillars of the United Nations. It was recognized that humanitarian, development and peace and security

issues were closely interlinked and needed to be addressed holistically in order to achieve the collective outcome of sustainable recovery from humanitarian crisis. Stressing that the humanitarian principles and norms should remain at the centre of the work of the United Nations in crisis situations, Board members recognized at the same time that the causes of humanitarian emergencies were often developmental and political. Executive heads offered examples of how issues traditionally not associated with humanitarian action, such as climate change, the economy, education, labour markets, urbanization or the well-being of women and girls, were factors that played an important role in holistically addressing humanitarian crisis.

57. There was general agreement that in this new way of working it was crucial for the entities of the United Nations system to overcome pillar-based silos, work together horizontally and rely on their comparative advantages in order to leverage their collective capacities. Board members widely acknowledged the requirement for a strategic shift from responding to humanitarian emergencies to seeking comprehensive long-term solutions for the root causes of crises. Executive heads concurred that crisis prevention, preparedness and resilience had not received enough attention and therefore deserved particular focus.

58. Noting that the gap between available resources and humanitarian need was at its highest level in history, the Board recognized the formidable challenge that humanitarian financing posed to the international community. Several Board members noted that more joint funding appeals across the pillars were needed, and it was observed that there were some encouraging signs of approval of such concerted action from funding partners. The United Nations system should furthermore advocate with donors that investments in the long term were critical and would repay themselves many times over. It was observed that the United Nations system for its part had the duty to move to more joined-up and longer-term planning with a view to achieving sustainable results in the service of shared goals.

59. Recognizing that the Summit constituted an important opportunity to draw attention and galvanize support from the entire international community for the plight of people who suffered in emergencies, several Board members highlighted the importance of communication. The necessity of delivering a clear message that the United Nations system was ready to deliver across its pillars was emphasized, and it was highlighted that, in addition to traditional communication channels, social media were indispensable for reaching as many people as possible.

60. In closing the discussion, the Under-Secretary-General for Humanitarian Affairs commended the Board for the reaffirmation of its commitment and determination to deliver better for people in need. The Secretary-General thanked Board members for their support for the World Humanitarian Summit and for their commitment to a new way of working together as a system across pillars to address humanitarian crisis.

61. **The Board was united in its support for the World Humanitarian Summit, with many executive heads confirming their attendance at the Summit in Istanbul. The Summit was seen as an opportunity for the United Nations system to bridge pillar-based silos and to advance a new way of working more collaboratively and holistically through a whole-of-system approach.**

B. Support of the United Nations system for the implementation of the 2030 Agenda for Sustainable Development

62. The Director-General of the International Labour Organization moderated this session. In his opening remarks, he recalled the Board's extensive deliberations on the post-2015 development agenda over several sessions. At the second regular session of the Board for 2015, the Secretary-General had asked the executive heads to commit themselves and their organizations to working together as a system in partnership to support the implementation of the 2030 Agenda that had been adopted by Member States in September 2015. He had also asked the Board's high-level committees to work together to produce one set of principles, across policy, operational and administrative aspects of the United Nations system's work, to guide the system's support for the implementation of the 2030 Agenda and its 17 Sustainable Development Goals in an integrated way.

63. The moderator presented the draft common principles to guide United Nations system efforts in support of the Sustainable Development Goals for endorsement by the Board. The 11 proposed common principles captured many ideas and ideals, set priorities and broadly identified the areas where the United Nations system would have to work differently to support the 2030 Agenda. The text drew on extensive input provided by the United Nations Development Group and the high-level committees for the Board's discussions on the United Nations system's preparations for the post-2015 era. The moderator pointed out that the proposal was being presented at the beginning of a 15-year process and that it was expected that the common principles would evolve over time along with the 2030 Agenda itself. He also drew attention to the addendum to the common principles, which captured a number of related observations and suggestions made by the high-level committees during their deliberations on the draft.

64. He highlighted the concept that "the whole of the system is greater than the sum of its parts". There was wide agreement across the United Nations system on this aspiration, but achieving it at the working level would require concerted effort. The common principles were mutually reinforcing; just as with the Sustainable Development Goals, progress in some areas would promote progress in others, and, those achievements would cumulatively bring the system closer together. The system would not pursue the principles for their own sake, but because they would enable organizations — individually and collectively — to maximize the contribution of the United Nations system to a true transformation in sustainable development. Upon concluding his opening remarks, the moderator invited the three chairs to highlight their committees' perspectives on the common principles.

65. The Chair of the United Nations Development briefly introduced the common principles, which gave clear direction to the system about collaboration in support of the new development agenda. She reiterated that they should be familiar to Board members and reflected values that all could agree upon. She saw them as a signal to Member States that the United Nations system was committed to adapting its working methods to support countries in reaching the sustainable development goals. Having been reviewed by all three high-level committees, she hoped that the common principles would be now endorsed by the Board.

66. The Chair of the Development Group observed that the United Nations system had already undertaken significant action to foster a joined-up approach to

supporting Member States in implementing the 2030 Agenda. Key examples were the mainstreaming, acceleration and policy support strategy; new United Nations Development Assistance Frameworks; the standard operating procedures for countries adopting the "Delivering as one" approach; and harmonization of business practices.

67. She highlighted three of the common principles, stressing that the first principle promoted country-led, evidence-based and results-focused approaches, while the second principle on leaving no one behind demonstrated the commitment of the United Nations system to equity and dignity. With respect to the principle on financing-for-purpose, she pointed to the potential of pooled funding to help United Nations entities work more closely together, as a complement to agency-specific funding. She asked the Deputy Executive Director for Policy and Programme of UN-Women to present the Development Group paper entitled "The role of United Nations pooled financing mechanisms to deliver the 2030 Sustainable Development Agenda".

68. The paper had been commissioned by Development Group principals and developed through a task force composed of 12 United Nations system entities. It drew on a number of recent United Nations reports and studies that recommend pooled financing to bridge humanitarian, peacebuilding, climate and development funding and to support the integrated implementation of the 2030 Agenda. It had concluded that pooled financing instruments could serve at least five purposes, namely, to strengthen coordination and coherence; improve risk management; broaden the donor base; finance transformative change; and bridge silos between humanitarian, peace and security and development assistance.

69. The paper examined two potential drawbacks of pooled funding: competition and transaction costs. Data had shown that pooled funding had grown in parallel with other financing, not at the expense of it. There had been some documented cases of competition among different multi-partner trust funds, but not between United Nations trust funds and other United Nations streams. Concerns about transactions costs were also not supported by the data, except in instances where funds were undercapitalized. This was most likely to be the case when they had no comparative advantage or were poorly designed or managed. Therefore, it was recommended that pooled funds complement agency-specific instruments and that they only be used when they had clear added value. The paper concluded that the potential benefits of pooled funding mechanisms outweighed any potential drawbacks. For the United Nations system to fully leverage the potential benefits of trust funds, it would be necessary to invest in staff capacity to design and manage trust funds. It was suggested that the 2016 United Nations Development Assistance Framework guidance could provide support to managers on different financing options. The paper also recommended a follow-up study to identify four or five pooled financing mechanisms that could help the United Nations system deliver on the 2030 Agenda in an integrated manner.

70. The Chair of the High-level Committee on Management shared her Committee's views on the common principles, which were welcomed as a practical, common reference point for the United Nations system in supporting the implementation of the 2030 Agenda and as a useful instrument in communications with other stakeholders. Committee members appreciated that the common principles took an integrated and system-wide approach, with a focus on coherence

and collaboration, as necessitated by the 2030 Agenda. They observed that implementing the common principles would strengthen convergence in the work of the three CEB three high-level committees. In that context, the importance of the management function's alignment with programmatic and operational objectives and activities was stressed. Committee members suggested that a results framework would be needed; however, it was recognized that a heavy reporting process should be avoided. In that respect, there was consensus around the idea that articulating "what success looks like" for each principle could be helpful in informing behavioural and attitudinal changes.

71. Going forward, Committee members identified a need to elaborate the concepts behind the common principles and to rapidly produce practical guidance to operationalize them. The Committee highlighted the importance of developing a leadership model that fostered collaborative mindsets and skills, and it was observed that effort should be made to ensure that service delivery solutions were truly transformative. There was consensus on the value of establishing a clear link between the common principles and the current conversation in the humanitarian context of a "grand bargain" on efficiency. To realize the common principles, the Committee was committed to supporting higher standards of transparency and accountability based on authoritative international standards and robust monitoring of agreed indicators. It was actively working towards open data platforms, shared budget and finance information and strengthened United Nations data capacity, including the system-wide data catalogue, as well as the mainstreaming of the International Aid Transparency Initiative in all financial reporting of United Nations system organizations. The Committee's review of its strategic results 2013-2016 presented an opportunity for it to leverage work already completed and amplify future efforts to fully support the operationalization of the common principles to support the 2030 Agenda.

72. The chair of the High-level Committee on Programmes focused on the Committee's reflections on the future direction of its work in support of the common principles, which members broadly supported. The common principles manifested a spirit of collaboration, critical for the effective implementation of the 2030 Agenda. The Committee had emphasized that the United Nations system's diversity and specialized expertise were strengths. An integrated agenda did not necessarily require integrated institutions, nor all entities working together at all times on all issues. Rather, it was necessary to determine where integration was a precondition for success and where a more coordinated approach might be effective. To harness knowledge and expertise in a coordinated manner, the Committee had observed that designating a lead agency (or agencies) to champion each of the Sustainable Development Goals could be considered. Such an approach would ensure greater coherence, synergy and cross-fertilization, as well as accountability, in the system's response to the Agenda.

73. To move ahead, Committee members underscored the need to identify "ways and means" to operationalize the common principles. Members also saw merit in further examining the concept of universality and its practical implications. Risk management and prevention was another area that required further work. The Committee had already agreed to deepen its analysis of risk, prevention and resilience and develop a framework that would enhance policy coherence. To ensure accountability for the realization of the common principles, the Committee felt that

a set of clear indicators to measure progress against each of the common principles would be useful.

74. Speaking then in his capacity as the chair of the Environment Management Group, Mr. Steiner introduced the system-wide framework of strategies on the environment, developed by the Group through an intensive and collaborative inter-agency consultative process, further to a mandate in the outcome document of the United Nations Conference on Sustainable Development, "The future we want" (General Assembly resolution 66/288, annex), as well as a resolution from the first session of the United Nations Environment Assembly. He invited the Secretary-General and CEB members to facilitate broad ownership of the framework, which would be presented to the second session of the Environment Assembly in May 2016.

75. The framework aimed to provide a flexible approach to achieving greater synergy, collaboration and coherence in the work of the United Nations system on the environment, as an integral and critical dimension of sustainable development. It did not seek to impose a single strategy on agencies or to require specific changes to agencies' work on the environment; instead, it envisaged that the Environment Management Group secretariat would collect and present information on agencies' organizational, policy, programmatic and operational contributions to the implementation of the 2030 Agenda. This would help to identify opportunities for collaboration, linking and/or scaling up of initiatives and joint organization of relevant partnerships. The analysis of those contributions might also identify gaps in the support of the United Nations system for the Agenda's environmental dimension. It was foreseen that an annual progress report would be provided to senior officials of the Environment Management Group and other inter-agency and intergovernmental forums, and there would be periodic review of the framework.

76. The moderator observed that the Board, having heard from the chairs of the three high-level committees, ought to be encouraged by the amount of tangible work already done by the Committees, which sent a clear message that CEB and its subsidiary machinery had been quick to position the system to best support the Sustainable Development Goals. The Board encouraged the chairs to continue to guide their committees' work in such a way as to realize the common principles across the system. The moderator then invited a series of speakers to take the floor.

77. The Executive Director of the United Nations Human Settlements Programme (UN-Habitat) spoke to the linkage between the upcoming United Nations Conference on Housing and Sustainable Urban Development (Habitat III) and the Sustainable Development Goals. It was expected that agreement on the Conference outcome should be reached at the third preparatory committee meeting, to be held from 25 to 27 July 2016 in Surabaya, Indonesia. Urbanization was firmly rooted in the Sustainable Development Goals with a dedicated goal (Goal 11 on sustainable cities and communities), as well as linkages with other goals. Habitat III would build on other intergovernmental processes, including the 2030 Agenda, the Third United Nations World Conference on Disaster Risk Reduction, the Third International Conference on Financing for Development and the twenty-first session of the Conference of the Parties to the United Nations Framework Convention on Climate Change. The Executive Director also noted that Habitat III would address synergies with humanitarian action and migration. Before closing, he described the growing recognition of the linkage between urbanization and development.

78. The Chair of UN-Water reiterated that the inter-agency mechanism embodied the principle "the whole is greater than the sum of its parts". He noted that there was particular momentum behind water-related issues owing to two factors: the high level of Member States' commitment to water and sanitation that was manifested in Sustainable Development Goal 6 (Clean water and sanitation) and the recent establishment of the High-level Panel on Water at Head-of-State level. In the lead-up to the high-level political forum of the of the Economic and Social Council, UN-Water was working to support Member States in the implementation, monitoring and review of Goal 6, including through consolidated technical inputs and services. The Chair of UN-Water provided an overview of recent and upcoming events and outreach activities related to the work of the inter-agency mechanism. In particular, he noted that the World Water Day theme of water and jobs had broadened the water and sanitation discussion to include economic growth, capacity-building and access in the workplace. It was also a good example of a system-wide, cross-cutting approach to driving implementation while combatting inequalities and discrimination.

79. The Under-Secretary-General for Economic and Social Affairs complemented the UN-Water intervention with information on the new time-bound High-level Panel on Water, which had been formed jointly by the United Nations and the World Bank Group to motivate action towards Sustainable Development Goal 6 and promote efforts to mobilize financial resources and scale up investment for water and sanitation. The panel would produce an evidence-based, rights-based analysis of proposals and recommendations to advance Goal 6 and its targets.

80. The Under-Secretary-General also provided the Board with some context on the intergovernmental processes that continued to shape the implementation of the 2030 Agenda. The 2016 session of the High-level Political Forum was expected to see the Forum fully assume its central role in overseeing a network of review and follow-up processes at the global level, as mandated by the 2030 Agenda. All 17 Sustainable Development Goals would be reviewed through the theme "Ensuring that no one is left behind". The inaugural session of the forum of the Economic and Social Council on financing for development follow-up had been held from 18 to 20 April 2016. Among other things, its outcome had emphasized the link between the Addis Ababa Action Agenda and the 2030 Agenda, and had endorsed the conclusions of the first report of the Inter-agency Task Force on Financing for Development.

81. Consultations among Member States on follow-up and review of the 2030 Agenda were ongoing, with the expectation that a zero draft of the resolution would be available in early May. Member States were also discussing the themes for the 2017, 2018 and 2019 sessions of the High-level Political Forum. In March, the Statistical Commission had agreed on a global indicator framework (including 230 indicators proposed by the inter-agency and expert group on Sustainable Development Goal indicators) for monitoring progress towards achieving the Goals. The framework was expected to be endorsed by the Council at its 1 June 2016 coordination and management meeting. An appropriate procedure for the methodological review of indicators, including approval mechanisms of needed revisions or replacements and the development of global reporting mechanisms, would be developed and presented in March 2017.

82. The Under-Secretary-General also provided an update on the Economic and Social Council dialogue on the longer-term positioning of the United Nations development system, which, among other things, was examining how to strengthen the system-wide character of the United Nations development system in response to the requirements of the 2030 Agenda. The dialogue process was being informed by the work of the independent team of advisers and would conclude with a formal session of the Council on 1 July.[1] The proposals would then be fed into the updated report of the Secretary-General's on the quadrennial comprehensive policy review of operational activities for development and the General Assembly's subsequent intergovernmental deliberations. The Under-Secretary-General saw the quadrennial review as an opportunity to shape a strategic vision and accountability system that ensured a United Nations development system that could provide the tailored and integrated support required to respond to the 2030 Agenda.

83. The Executive Secretary of the Economic Commission for Europe offered the regional commissions' strong support for the common principles and spoke on regional issues in the context of sustainable development. Citing the statement of collaboration between the regional commissions and the United Nations Development Group as a good first step, he saw the opportunity for the regional commissions to work more closely with the United Nations country teams and contribute to national planning and development frameworks, which supported the principle on country leadership and ownership. In turn, the United Nations development system could make more use of the regional commissions' intergovernmental structure. He highlighted the importance of meeting Member States, civil society and the private sector in a regional context and invited members of the Board to utilize the regional commissions as a collaborator at all levels, on the basis of the principles of subsidiarity and decentralization. He highlighted efforts in the Economic Commission for Europe to work together towards the Sustainable Development Goals and build issues-based coalitions, concluding that those efforts had strengthened the Commission in the context of the United Nations family and were appreciated by the Commission's member States.

84. During subsequent discussions, some members commented on the paper on pooled funding. In response to questions, the Chair of the United Nations Development Group clarified that the Group's pooled funding proposal was mainly aimed at the concept of country-specific "One funds" or global thematic funds that were to be accessed by country teams or groups of agencies for a shared endeavour. It was stressed that in developing the structure of pooled funds, careful consideration should be given to the specialized agencies, which had different funding sources. As input to the consideration of the approach to pooled funding, the President of the International Fund for Agricultural Development offered the Fund's analysis, good practice and lessons-learned from its experience as an entity with 96 contributing member States and a number of innovative financing initiatives.

85. On the recent financing for development forum, it was observed there had been no agreement about a follow-up mechanism to the Addis Ababa Action Agenda, or about the substantial implementation instruments. For the following year, the report of the inter-agency task force should be delivered earlier and be more substantive in order to better inform the forum's discussion and negotiations.

[1] Subsequently rescheduled to 7 July.

86. In concluding the discussion on the item, the Secretary-General noted that the 11 aspirational statements captured in the common principles had great potential to align thought and action throughout the system. The Secretary-General asked the three high-level committees to continue to contribute, within their purview, to supporting the realization of the principles. He called upon the executive heads to lead by example and inspire United Nations system staff to live the common principles in their day-to-day work.

87. The Board also took note of the United Nations Development Group paper on pooled funding and requested that the Group, along with the finance and budget network of the High-level Committee on Management, continue to look at pooled funding mechanisms and their financing modalities and bring ideas for consideration by the CEB members, recognizing that pooled funds represented only a small component of the broader response required of the United Nations development system to bridge the Sustainable Development Goals financing gap. CEB welcomed the initiative to analyse and review the evolving development financing landscape and requested that all CEB members engage in that work. The Board looked forward to further considering the matter at a future session.

88. The Secretary-General also thanked the Executive Director of the United Nations Environment Programme for having drawn the Board's attention to the system-wide framework of strategies on the environment, which has been prepared and approved by the Environment Management Group, noting that it served as an important tool for the United Nations system to support the implementation of the 2030 Agenda by providing a flexible approach to achieving greater synergy and collaboration in the area of the environment. He encouraged the executive heads to support its implementation in their respective organizations.

89. **The Board endorsed the common principles to guide the United Nations system's support for the implementation of the 2030 Agenda for Sustainable Development (see the annex to the present report).**

90. **The Board took note of the United Nations Development Group paper concerning the role of United Nations pooled financing mechanisms in delivering the 2030 Sustainable Development Agenda and requested the Development Group, along with the finance and budget network of the High-level Committee on Management, to continue to look at pooled funding mechanisms and their financing modalities and bring ideas for consideration by CEB members at a future session. The Board further took note of the system-wide framework of strategies on the environment.**

IV. Other matters

A. Dates and venue of future sessions

91. **The Board formally approved the dates of its second regular session of 2016, to be held at United Nations Headquarters in New York and the Greentree Estate in Manhasset, New York, on 9 and 10 November 2016, respectively.**

92. **The Board also accepted the invitation of the World Intellectual Property Organization to host its first regular session for 2017 at its headquarters in**

Geneva on the occasion of its fiftieth anniversary. The dates of that session, to be held between the end of April and the beginning of May 2017, would be decided upon further consultation with Board members.

B. Chair of the High-level Committee on Programmes

93. **The Board concurred with the decision of the Secretary-General to appoint Dr. Margaret Chan as the Chair of the High-level Committee on Programmes for the next two sessions of the Committee, until the end of her term as Director-General of the World Health Organization in June 2017.**

C. Tribute to departing members

94. On behalf of the Board, the Secretary-General paid tribute to Achim Steiner, who would be leaving at the end of May 2016, both in his capacity as Executive Director of the United Nations Environment Programme and Chair of the High-level Committee on Programmes.

Annex

Chief Executives Board common principles to guide the United Nations system's support for the implementation of the 2030 Agenda for Sustainable Development

As the overarching framework for action for the coming 15 years, the 2030 Agenda for Sustainable Development is an ambitious agenda for change. It is universal, rights-based and integrated, and its implementation calls for, similarly, a much more transformative and collective engagement by all stakeholders — Governments, parliaments, the scientific and academic community, civil society, the private sector, the international community and the United Nations system.

The United Nations system supports a universal agenda that commits all countries to sustainable development, building on a set of existing normative frameworks and well-established review, follow-up and support mechanisms. The United Nations system will contribute towards a model of collaborative efficiency and pursue an integrated and coordinated approach to support the implementation of the 2030 Agenda for Sustainable Development, through multisectoral and cross-institutional approaches; in diverse country settings; across development/humanitarian/human rights/peace and security pillars; through greater linkages between normative and operational aspects of the United Nations system's work; through vertical integration between national, subnational, regional and global levels; through collaborative and integrated business solutions and a global workforce; and in the way United Nations country teams operate together.

The United Nations System Chief Executives Board for Coordination (CEB) sets forth the following common principles to guide the United Nations system's support for the implementation of the 2030 Agenda:

1. **Country-led, country-owned, evidence-based and results-focused approaches**: Results must remain the driving force for the United Nations system's support to national Governments and partners for implementing the 2030 Agenda. Country needs and national capacity will determine the support the United Nations system will provide, underpinned by robust and collaborative approaches on data and risk-informed joint analysis.

2. **People-centred, rights-based and leaving no one behind**: Protecting human rights and the dignity of each individual, strengthening governance and the rule of law, promoting gender equality and the empowerment of women and girls, addressing inequality, leaving no one behind and reaching the furthest behind first will be at the heart of the United Nations system's efforts to support the implementation of the 2030 Agenda.

3. **The whole of the system is greater than the sum of its parts**: The 2030 Agenda demands a United Nations system where each part — normative and operational; resident and non-resident; programmatic and support — contributes its specialized expertise, skills and assets towards a shared goal in a coherent and complementary manner. In an enhanced culture of collaboration, each entity will contribute according to its strengths across the 17 indivisible goals in a transparent and accountable way to deliver shared United Nations results in support of Member States at global, regional and country levels. Joint work should be prioritized where

it has greatest impact with due appreciation of agency mandates and expertise and with mutual recognition of respective contributions.

4. **Financing-for-purpose**: The indivisible and interconnected nature of the Sustainable Development Goals reinforces the need for multi-partner financing that can be used as unifier and catalyst for United Nations collaborative action, drive integrated approaches that bridge the normative and the operational and transcend different pillars, and encourage cross-sectoral responses. As part of a broader portfolio of financing instruments, the United Nations system will promote greater use of inter-agency pooled funding mechanisms to complement agency-specific arrangements to ensure that the United Nations is financed for purpose.

5. **Prevention and peace as a shared purpose**: Preventing and resolving crises, addressing root causes, managing risk, building resilience and sustaining peace are shared objectives of the entire United Nations system. United Nations system actions will be guided by joined-up and risk-informed analysis and planning, with crisis prevention at its core, while ensuring respect to the humanitarian principles and international humanitarian and human rights law.

6. **Leveraging partnerships**: The implementation of the 2030 Agenda requires broad-based multi-stakeholder coalitions and inclusive and participatory approaches by which communities, civil society and the private sector actively and systematically participate in the process of promoting sustainable development and sustaining peace. The United Nations system will work more proactively with partners at the regional, subregional, national and local levels to capitalize on synergies for the effective implementation of the 2030 Agenda.

7. **Innovation, experimentation and data**: The United Nations system will collectively create space for innovation and experimentation, utilizing cutting-edge technology and data as appropriate, to explore new opportunities and tailored solutions based on changing environments and country needs. It will take a strategic, cross-cutting, system-wide approach to utilizing technology to facilitate joint analysis and decision-making. This requires strengthened United Nations data capacity and investments in disaggregated data availability and knowledge-sharing.

8. **Transparency and accountability**: The United Nations system entities, individually and collectively, will hold themselves to the highest level of accountability to those they serve, including the most vulnerable and marginalized. The United Nations system will actively support higher standards of transparency and accountability based on authoritative international standards and robust monitoring of agreed indicators, with open data platforms, shared budget and finance information, and communicating results together.

9. **Effective service delivery**: Global and integrated service delivery approaches and policy platforms for joint and more efficient service provision will enable the effective implementation of the 2030 Agenda. They will provide value for money and lower administrative costs and support integrated programmatic action, transparency and accountability for results and impact.

10. **Global United Nations system workforce and transformative leadership**: The United Nations system will continue to develop a high-performing, diverse workforce that exhibits a "One United Nations" mindset and is increasingly cross-disciplinary, mobile, comfortable working across un pillars and skilled in leveraging multi-stakeholder partnerships. A transformative, collaborative

leadership model for both headquarters- and field-based leaders will accelerate this change. It will connect leaders to knowledge, drawing on leadership innovations and providing the tools to better tackle multidimensional challenges.

11. **Duty of care**: The organizations of the United Nations system will preserve and foster the health and well-being as well as safety and security of their staff — while remaining committed to stay and respond to the ever-increasing demand for their services, despite the often deteriorating conditions in which those services are being delivered.

Addendum

Areas for further work to take forward the common principles

The conversations within the CEB high-level committees on the draft common principles have been rich and stimulating. Members of the committees provided feedback on the principles and also more broadly commented on steps that could be taken towards realizing the principles, once endorsed. The present addendum captures some of the forward-looking suggestions that could be advanced within the committees, other inter-agency coordination mechanisms and individual United Nations system organizations, as appropriate.

- **Work in unity while preserving diversity**. The United Nations system's diversity and vast range of specialized expertise was a source of great strength and an invaluable asset. It was stressed that an integrated agenda does not necessarily have to imply integrated institutions/structures or that "everybody does everything". To ensure that "the whole is greater than the sum of the parts", it would be essential to draw on the expertise that resides within the various organizations in a manner that maximizes efficiency and effectiveness while avoiding duplication and fragmentation. It was also recognized that maintaining coherence required an active and ongoing effort with clear accountability for system-wide results, and consequently a suggestion was made that a lead/coordinating entity (or entities) for each of the Sustainable Development Goals could be designated to ensure that the United Nations system response to the 2030 Agenda remained coherent.

- **Move to "operational clarity"**. After endorsement of the principles, the United Nations system would need to move quickly and decisively from conceptual agreement to operational clarity. To do so it would be necessary to elaborate or further unpack the meaning and implications of each principle and translate them into policies and guidance upon which organizations could act. Much work is ongoing within the committees and needs to be further advanced — such as United Nations Development Group efforts related to the next generation of "Delivering as one"; implementing the standard operating procedures; mainstreaming, acceleration and policy support; and the new United Nations Development Assistance Frameworks — that would support the operationalization of the common principles.

- **Articulate and communicate a shared view of success**. Several agencies acknowledged the magnitude of change implied by the principles. Institutions, individually and collectively, would need to take concerted action to effect the necessary changes in attitude and behaviour required to support implementation of the 2030 Agenda in a truly universal and integrated manner. It could be helpful to articulate what the successful implementation of each of the common principles would look like and disseminate this widely throughout the organizations so that all United Nations system staff had a shared understanding of what they were working towards.

- **Examine the concept of universality and the practical implications**. One of the transformative elements of the 2030 Agenda was its universal nature. When considering how to operationalize the principles, more work would be needed to reach a shared understanding of the concept of universality and to internalize the policy, operational, and managerial implications for the United

Nations system in order to embed a universal approach in its work. The United Nations Development Group had already taken steps to examine the implications of universality specifically for the work of the United Nations development system, and that could be built upon and expanded to broader and other contexts.

- **Deepen work on risk and prevention**. Risk management, crisis prevention and resilience-building were closely interlinked and essential to achieving sustainable development. As underscored during the Board's November 2015 retreat, which had been informed by discussions that had taken place within the High-level Committee on Programmes, addressing risk, prevention and resilience as a shared goal should be at the core of the United Nations system effort to promote greater integration of peace, humanitarian, development and human rights work. More work would be needed to further enhance policy coherence in this area across the system, in close coordination with complementary work in other relevant expert-level mechanisms.

- **Take forward efforts to support the data revolution**. The United Nations system had a vital role in supporting the production of disaggregated data to ensure that no one was left behind, contributing to improving quality of data and promoting the use of science-based projections to inform risk analysis. Organizations stressed the need to continue to advance work to facilitate sharing of data sets among agencies and enable wider data exchange, including through the initiatives being carried out under the aegis of CEB in support of the data revolution. The opportunity within the system to achieve some efficiencies and to refine analysis, especially with access to disaggregated data, was highlighted.

- **Continue work towards integrated business solutions and operational infrastructure**. Discussion in the committees acknowledged that there was much to be gained from collaboration in the delivery of administrative services and operational support. The High-level Committee on Management and the United Nations Development Group have been advancing efforts to expand existing initiatives and identify new opportunities to generate efficiencies and improve service delivery through harmonization and joint work. Discussions and leadership commitment are needed to continue these efforts among United Nations system entities with a shared understanding of the opportunities and agreements on further implementation.

- **Review partnership modalities**. Discussions in the committees pointed to the need for more work in order to maximize the power of partnerships in the context of the implementation of the 2030 Agenda. Governance, implementation, reporting and accountability arrangements should be reviewed to determine if they need to be updated to reflect current realities. In view of the holistic approach to sustainable development, it was also suggested that partnership efforts that had originated in separate intergovernmental processes could be brought closer together in support of the integrated agenda to improve coherence and generate synergies.

- **Strengthen United Nations system accountability in support of sustainable development**. A suitable system-wide accountability framework was key to achieving results together. To fulfil the common principle on transparency and accountability in support of sustainable development, discussions within all

three committees pointed to the need to identify what accountability mechanisms, indicators and international standards would be applied so that all organizations would have clarity on expectations. Roles and responsibilities of parties contributing to joint work on the 2030 Agenda would need to be clearly defined.

- **Guide the realization of the CEB common principles**. With respect to the common principles as high-level guidance to the United Nations system, it was suggested that further discussion would be helpful on how CEB could best steer the system towards the principles' realization. They might benefit from some light indicators to monitor progress in their operationalization.